

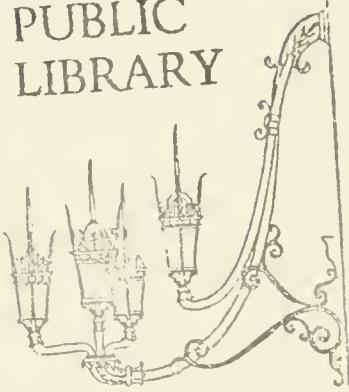
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ROSLINDALE SQUARE REVITALIZATION
STUDY
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MASSACHUSETTS

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Prepared for

Mayor's Office of Community Development
City of Boston

and

Roslindale Association for Community Development

Prepared by

Ryan, Elliott Appraisal and Consulting Company, Inc.
Robert S. Sutte, President
Neil P. Farmer, Market Analyst

Charles G. Hilgenhurst & Associates
Richard J. Lundgren, Associate
Philip T. Henderson, Associate

With the Contribution and Cooperation of

Roslindale Association for Community Development
Arnold Shufro, Chairman

Boston Redevelopment Authority
Carole Mathieson, District Planner

Roslindale
R889 1971

RYAN, ELLIOTT APPRAISAL AND CONSULTING COMPANY, INC.

24 Federal Street • Boston, Massachusetts 02110 • (617) 357-8220



ROBERT S. SUTTE

PRESIDENT

MEMBER:

AMERICAN INSTITUTE OF REAL ESTATE APPRAISERS (M.A.I.)

AMERICAN SOCIETY OF REAL ESTATE COUNSELORS (C.R.E.)

SOCIETY OF REAL ESTATE APPRAISERS (S.R.E.A.)

MASSACHUSETTS ASSOCIATION OF REALTORS

October 3, 1977

Mr. Richard Hogan
Director
Neighborhood Business Program
City Hall, Room 401
Boston, Massachusetts 02201

Mr. Arnold Shufro
President
Roslindale Association for Community
Development
Municipal Building
Roslindale, Massachusetts 02131

Re: Contract SC-5216
Roslindale Square Revitalization Project

Gentlemen:

In accordance with the above captioned contract, we are pleased to transmit in summary report form, the results of our analysis of the revitalization potential for the Roslindale Square District of the City of Boston. As you know, we have met many times with members of the staff of the Neighborhood Business Program and the Boston Redevelopment Authority as well as members of the Roslindale Association for Community Development, the Roslindale Square Board of Trade, and the general public. As a result of these conferences and our research and market analysis, we are submitting herein for your consideration a written summary of our recommendations for a development program which we believe can be utilized to bring about a significant revitalization of Roslindale Square.

We have enjoyed working with you, representatives of the various city departments, members of RACD, and others. We anxiously look forward to the start of the implementation phase of the Revitalization Program and to the physical improvements which will soon follow if the Program's momentum is maintained. If you should have any questions concerning this written summary or any of the recommendations made herein, please contact us. We look forward to additional consultation at your request.

Respectfully submitted,

Robert S. Sutte
President

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PREFACE

This report presents in summary form the findings of a study concerning the revitalization potential of Roslindale Square and a plan for its achievement. It is a culmination of many months of research and analysis conducted by the Boston Redevelopment Authority, Charles G. Hilgenhurst & Associates, and Ryan, Elliott Appraisal and Consulting Company, Inc. through the cooperation of the Mayor's Office of Community Development and the Roslindale Association for Community Development. The dedicated efforts of Arnold Shufro and other concerned citizens and businesspersons of Roslindale have also been an integral part of this study.

The Ryan, Elliott-Hilgenhurst team was selected to conduct this study and a contract dated May 17, 1976 was awarded by the city. Funding for this project was provided from Community Development funds granted to the city by the Federal government. The selection of Ryan, Elliott Appraisal and Consulting Company, Inc. as principal contractor was made after a lengthy screening process by the Roslindale Association for Community Development and the City of Boston. Charles G. Hilgenhurst & Associates is a subcontractor of Ryan, Elliott.

The purpose of this study was to see what could be done to bring about a revitalization of Roslindale Square in keeping with its commercial, civic, and social functions. This study was not meant to produce a voluminous report. Rather, it was to produce a development plan which could be implemented. The goal

was to develop a realistic plan which could actually bring about revitalization of Roslindale Square which is now in a state of serious decline. A summary of the scope of services which were provided by the consultants under the contract is presented at the end of this report in the Addendum Section. Also, a plan showing the boundaries of the study area is presented on the facing page.

As part of this study, Ryan, Elliott performed various economic base analyses, conducted consumer surveys, and interviewed representatives of various businesses in order to estimate the market potential for residential and commercial uses in Roslindale Square. This research determined the kind of uses which should be located in the square and the amount of space which would be needed from a market demand point of view. Ryan, Elliott also made a study of the financial resources which would be available for new development and drew up an organizational plan for implementation of the revitalization effort.

Charles G. Hilgenhurst & Associates and Ryan, Elliott and Company studied the physical aspects of the square to determine improvements needed in traffic circulation, parking and pedestrian accessibility. We also identified possible redevelopment sites and areas suitable for rehabilitation.

The Boston Redevelopment Authority, through the efforts of Carole Mathieson, District Planner for Roslindale, provided substantial information regarding the demographic characteristics of the square, conducted shopper interviews, provided information regarding existing land uses in the square, and worked with

ROSLINDALE SQUARE STUDY AREA

the study team and the RACD Committee in developing the overall revitalization plan. The BRA also was most helpful in identifying possible funding sources and optimal organizational arrangements for the implementation of the revitalization plan.

The following report is divided into five sections. Section I is a merchandising plan which describes the market analysis used to identify the kind of land uses which could be successfully marketed in Roslindale Square. This section of the report presents a detailed description of the number and types of stores and facilities needed to service the projected demand. It identifies the needed sales, square footage, parking requirements, and personnel as well as any required shopping amenities. Also, this section describes the extent of demand for other land uses.

Section II is the site plan which identifies the physical improvement proposed for the project area. It identifies future land use, potential redevelopment parcels, rehabilitation areas, traffic circulation, parking plans, and necessary public improvements.

Section III is a financial plan which identifies sources of funding required for both the public and the private improvements. Section IV is an administrative plan which describes the organizational requirements needed to administer the revitalization plan. It also includes a plan identifying methods in which the revitalization plan can be publicized. Section V is an implementation plan which outlines the steps which should be undertaken to put the revitalization plan into action.

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I. MERCHANDISING PLAN

A key factor for estimating the revitalization potential of Roslindale Square is a careful assessment of the functional capacity of the square as it relates to the community's retail and service-oriented needs. This part of the study involved an assessment of the economic base of the square's market area in order to estimate the potential retail, commercial, and residential needs of the community. Once these needs had been identified, they were then translated into a demand for retail, commercial, and residential space and an estimate was made as to the amount of the demand Roslindale Square would be able to capture.

As a first step for estimating the market potential for Roslindale Square, it was necessary to estimate the boundaries of the primary market area that was served by the square's businesses. In order to do this, the consultant first inventoried all of the retail and service businesses located in Roslindale Square in order to determine the type of merchandise or services being offered. Secondly, shoppers both on the street and in the home were interviewed in order to find out where they did their shopping and the type of goods they expected to find in Roslindale Square. Various other questions were also asked regarding accessibility to the square, other shopping locations which they frequented and their home address. A copy of each interview form which was used in this study and a tabulation of the results of the interviews are presented on the following pages.

Based upon an analysis of this market research, it was concluded that Roslindale Square catered mainly to convenience type shopping rather than comparison shopping. Convenience goods are items which are purchased frequently on a regular need basis and include a wide variety of items, such as food and drug items, basic clothing needs, drugs and cosmetics, and various other general merchandise. Comparison shopping goods are items purchased after the shopper has compared like items being sold by competitive retailers. Stores of this type are generally located in proximity to one another in the main shopping districts or shopping centers of a town and the stores serve a large market area. Stores of this type would be found in downtown Boston, the Dedham Mall, or other regional retailing centers.

ON-STREET INTERVIEW FORM

Hello, my name is _____ from _____.
As part of a study concerning the revitalization of Roslindale Square, we are trying to find out a little bit about those who shop in the square in order to better understand the market businesses in the square serve. Would you mind if I asked you a few questions?

Person interviewed: ____ M ____ F

Age category: ____ Teenage ____ Young Adult ____ Middle Age ____ Elderly

1. Could you tell me where you live?

(Street and Town)

2. How long have you lived at this address?

____ Less than 2 yrs. ____ 2-5 yrs. ____ 6 or more yrs.

3. How did you get to the square? ____ Walk ____ Bus ____ Cab ____ Car

4. If you drove to the square:

A. Where did you park? _____ (place)

B. Did you have trouble finding a parking space? ____ Yes ____ No

C. Do you normally have trouble finding a parking space?

____ Yes ____ No

5. Why did you come to the square?

____ Shop ____ Doctor or other professional office

____ Bank ____ Get the Bus ____ Other

6. How often do you come to the square?

____ Frequently ____ Occasionally ____ Seldom

7. What stores do you usually shop at?

8. What other business districts or shopping centers do you usually shop at?

9. How often do you go to the other shopping areas?

Frequently Occasionally Seldom

10. Where do you do your grocery shopping? _____

11. What things do you like about the square?

Close to home Good transportation Safe area

Stores have good value Good variety of stores

Other _____

12. What things do you dislike about the square?

Parking High prices Poor store quality

Traffic flow Poor variety of stores

Other _____

13. What have you come here to buy specifically and had to go elsewhere to purchase?

14. Of the following, what would you like to see changed most?

Parking Store quality Crime

Traffic New grocery store (why)

Other _____

IN-HOME INTERVIEW FORM

Location _____

Date _____ Respondent: M F Young Adult Middle Age
Elderly
Hello, my name is _____ from Ryan, Elliott & Company

You have probably read in the Parkway Transcript that we are conducting a study concerning the revitalization of Roslindale Square. We are trying to find out some basic information about where people from the community do their shopping. We would appreciate your help. Would you mind if I asked you a few questions about your shopping preferences?

1. Where do you generally do your grocery shopping?

2. While grocery shopping, do you shop at any other stores near the grocery store? Yes No

3. Where do you generally shop for convenience goods and services. For example, health and beauty aids, shoe repair, prescription medicine, dry cleaners, beauty shop, etc.

A. _____ Location (most often)

B. _____ Location (second most often)

4. Where do you generally shop for department store type goods. For example, clothing, appliances, household goods, etc.

A. _____ Location (most often)

B. _____ Location (second most often)

5. Do you ever shop in Roslindale Square? Yes No

A. If yes, how often? Seldom Frequently

B. How do you usually get to the square? _____
(walk, car, bus, cab, etc.)

C. What kinds of things do you purchase in the square?

6. Why do you (or don't you) shop in Roslindale Square?

7. Do you find it difficult to get to Roslindale Square?

Yes No

8. When you come to the square, do you find it difficult to find a parking space?

Yes No Take public transportation

9. What kinds of stores would you like to see in Roslindale Square?

10. What are the most important things you would like to see changed in the square to make it a better place to visit?

ON-STREET SURVEY ANALYSIS
ROSLINDALE SQUARE REVITALIZATION STUDY

<u>Question</u>		Responses	
		<u>Number</u>	<u>Percent</u>
1. Could you tell me where you live	Roslindale	124	100%
	Jamaica Plain	101	81
	West Roxbury	8	6
	Boston	9	7
	Other	2	2
		4	3
2. How long have you lived at this address	Less than two years	123	100
	Two to five years	12	10
	Six or more years	26	21
		85	69
3. How did you get to the square	Walk	125	100
	Bus	54	44
	Cab	31	25
	Car	2	2
		38	31
4. If you drove to the square	A. Where did you park	43	100
	B. Difficulty in parking	--	--
	Yes	10	30
	No	23	70
	C. Always difficulty in parking	13	39
	Yes	20	61
5. Why did you come to the square	Shopping	139	100
	Doctor or other professional	86	62
	Bank	18	13
	To get bus	15	11
	Other	8	6
		12	9
6. How often do you come to the square	Frequent	124	100
	Occasionally	90	73
	Seldom	30	24
		4	3
7. What stores do you basically shop at?			

<u>Question</u>		<u>Responses</u>	
		<u>Number</u>	<u>Percent</u>
8.	What other business districts or shopping centers do you usually shop at	133	100
	Dedham Plaza/Mall	79	57
	West Roxbury	25	18
	Downtown	10	7
	Other Roslindale	8	6
	Hyde Park	1	--
	Jamaica Plain	5	4
	Braintree	3	2
	Other	7	5
9.	How often do you go to the other shopping areas	101	100
	Frequently	56	55
	Occasionally	41	41
	Seldom	4	4
10.	Where do you do your grocery shopping	136	100
	Dedham Plaza	2	1
	First National	12	9
	Roche Bros	16	12
	Kelleher's	55	40
	Stop & Shop	30	22
	Capitol	8	6
	Other	13	10
11.	What things do you like about the square	187	100
	Close to home	85	67
	Safe area	1	--
	Good transportation	11	9
	Store value good	6	5
	Store's variety good	9	7
	Other	15	12
12.	What things do you dislike about the square	215	100
	Parking	24	11
	Traffic flow	43	20
	High prices	29	13
	Poor store quality	35	16
	Poor store variety	45	21
	Run down conditions	20	9
	Other	19	9
13.	What have you come here to buy specifically and had to go elsewhere to purchase	42	100
	Groceries	19	45
	Clothing	14	33
	General Item	9	21

<u>Question</u>	<u>Responses</u>	<u>Number</u>	<u>Percent</u>
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14. Of the following things, what would you like to see changed most	168	100	
Parking	20	12	
Traffic	40	24	
Store quality	37	22	
Crime	10	6	
New grocery store	61	36	

**IN-HOME SURVEY ANALYSIS
ROSLINDALE SQUARE REVITALIZATION STUDY**

1. Where do you generally do grocery shopping	227	100	
Roche Bros	54	24	
First National	30	13	
Kelleher's	29	13	
Stop & Shop	29	13	
Capitol	16	7	
Star Market	15	7	
Purity Supreme	15	7	
Stop & Shop (Dedham)	13	6	
Heartland	12	5	
A & P	4	2	
Other	10	4	
2. While grocery shopping, do you shop at any other store near the grocery store	230	100	
Yes	138	60	
No	89	39	
No response	3	1	
3. Where do you generally shop for convenience goods and services	226	100	
Roslindale Square	120	53	
Roslindale (other)	59	26	
West Roxbury	26	12	
Downtown Boston	4	2	
Other	14	6	
No response	3	1	
4. Where do you generally shop for department store goods	230	100	
Dedham Mall	114	50	
Downtown Boston	46	20	
Roslindale Square	28	12	
South Shore Plaza	15	6	
Chestnut Hill Mall	5	2	
American Legion Center	9	4	
Other	11	5	
No response	2	1	

<u>Question</u>		<u>Response</u>
	<u>Number</u>	<u>Percent</u>
5. Do you ever shop in Roslindale Square	225	100
Yes	200	89
No	25	11
If so, how often	193	100
Frequently	129	67
Seldom	64	33
How do you get to the square	200	100
Walk	88	44
Bus	33	17
Cab	2	1
Car	77	38
What kinds of things do you purchase in the square	253	100
Convenience goods	141	56
Groceries	27	11
Clothing	28	11
Speciality Items	21	8
Miscellaneous Items	24	9
All items	11	4
No response	1	1
6. Why do you shop in Roslindale Square	151	100
Convenience	126	83
Safe area	1	1
Good variety	13	9
Good quality	11	7
Why don't you shop in Roslindale Square	139	100
Parking	44	32
High prices	9	6
Traffic	19	14
Poor variety	43	31
Poor quality	19	14
Crime	5	3
7. Do you find it difficult to get to the square	221	100
Yes	49	22
No	172	78
8. When you come to Roslindale Square, do you find it difficult to find a parking space	188	100
Yes	118	63
No	43	23
Take public transportation	27	14

<u>Question</u>	<u>Response Number</u>	<u>Percent</u>
9. What kind of store would you like to see in Roslindale Square	348	100
Supermarket	131	38
Department store	113	33
Discount store	11	3
Speciality store	15	4
Miscellaneous store	57	16
Satisfied as is	21	6
10. What are the most important things you would like to see changed in the square to make it a better place to visit	334	100
Parking	67	20
Traffic	66	20
New supermarket	5	1
Crime prevention	18	5
Rehabilitation	81	24
Redevelopment	12	4
Improve store quality	37	11
More stores	16	5
Other	8	2
No comment	24	7

For purposes of this study, the primary market area for Roslindale Square has been delineated as that area of the city which is within the direct sphere of influence of the square's businesses and transportation facilities. Normally, a primary market area for a convenience goods center like Roslindale Square would be within 15 minute's walking distance as it is generally found that 15 minutes would be the outside limit which a person would walk to purchase convenience-oriented goods and services.

This 15 minute walking distance radius comprised all of the Roslindale community and is made up of 1970 United States Census tract numbers 1102, 1103, 1104, 1105 and a portion of tracts 1101, 1106 and 1401. This area was felt to be representative of the people who would normally be consumers of the square's goods and services. This area was considered to be the primary market area and the focus for the market demand study.

The following market analysis presents an examination of future development potential for Roslindale Square. The object of this study was to identify the type and scale of land uses which could be potentially developed from a market demand perspective. These estimated development opportunities are based upon an analysis of the area's economic and social forces and an estimate of likely future trends of growth and economic activity as they relate to market demand for retail space, offices and housing in Roslindale Square through 1985.

In general, a marketability study is an investigation and analysis of all of the economic and social forces which control the growth and development of a community. An in-depth study of these forces is necessary to record and analyze what has happened in the past to identify any trends which may have been established and to record present activity in order to forecast future changes which would result in demand for various types of real estate. The more important forces analyzed in this particular study include changes in population, income, household composition, construction activity, consumer expenditures and occupancy and rent levels of residential and commercial buildings.

From this information, projections were made based upon an analysis of trends and observations as to what was likely to occur within the next few years. These projections were then used to identify anticipated needs which were translated into an estimate of demand for residential and commercial real estate.

The following steps were undertaken in our analysis of demand.

1. First, we examined changes in the social and economic characteristics of the population in Roslindale Square, the City of Boston, and the Boston Metropolitan Area since 1960. This was done to obtain a profile of the consumer of Roslindale Square's goods and services and to quantify the "captive" market.

2. Once the past trends and the present situation were reviewed, projections were made as to growth which would likely occur by 1980 and 1985. Important considerations were the projected growth in new household formations and growth in the amount of spendable income. From these projections, we analyzed the amount of income which would be spent on various goods and services.

3. These expenditures were translated into a need for retail space and the projected increase in number of households was translated into a need for housing. The estimates of need were based upon growth in the Greater Boston Metropolitan Area, the City of Boston, and the primary market area of Roslindale Square. Projected demand for Roslindale Square real estate was made through 1985.

A. Analysis of Greater Boston Economic and Social Forces

This section of the Merchandising Plan presents general background information which is essential to an understanding of the economic and social forces which would control the growth and development of Roslindale Square. Such things as changes in population, number of households, household composition, and income and age characteristics are forces in the community which set the

parameters for future development possibilities. Each of these forces and their ramifications will be analyzed.

1. Population Trends

Substantial population changes have taken place over the last decade in the City of Boston, the surrounding metropolitan area and the Roslindale Square District. Boston's Metropolitan Area, which is the Standard Metropolitan Statistical Area as defined by the 1970 U.S. Census of Population, increased in population by approximately 6% during the 1960's while the City of Boston lost 9% of its population during the same decade. The population of the Roslindale Square District, which is comprised of Census Tracts 1102, 1103, 1104, 1105, and a portion of Tracts 1101, 1106, and 1401, showed a slight increase since 1960 of approximately 2%.

The figures in Table I, which appears on page 15, show major shifts in population. At first glance, it appears that the trend to abandon the city as a place to live which began in the 1950's has continued through the 1960's. However, a closer examination of these figures shows a slight population gain in the Roslindale Square District and a more substantial gain in other core area neighborhoods such as the Back Bay, Beacon Hill, Allston-Brighton, and Downtown Central. This tends to offset the significance of the abandonment trend.

Recent evidence provided by the State Census for 1975 indicates that the declining trend has ended. For the first time in two decades, the City of Boston has shown a gain in population. While this population gain mainly took place in

sections of the city which have seen substantial redevelopment, Roslindale did remain fairly stable while other older neighborhoods like it showed a loss.

TABLE I
POPULATION TRENDS
Roslindale District, City of Boston, Boston Metropolitan Area
1960-1970

	Population		10 Year Change	
	1960	1970	#	%
Roslindale District ^{1/}	34,838	35,368	530	+2%
City of Boston	698,081	641,071	57,010	-9%
Boston Metropolitan Area ^{2/}	2,595,700	2,753,700	158,000	+6%

^{1/} Includes Census Tracts 1101, 1102, 1103, 1104, 1105, 1106, 1401

^{2/} Standard Metropolitan Statistical Area as defined by the 1970 U.S. Census

Source: U.S. Bureau of Census, 1970 Census of Population.
Ryan, Elliott Appraisal and Consulting Company, Inc.

Population projections to 1980 and 1985 indicate that Boston's Metropolitan Area should increase by 10% from 1970 to over 3 million persons by 1980 and an additional 200,000 by 1985. The City of Boston should reach 675,000 persons by 1980 or a 5% increase and 690,000 by 1985. The Roslindale Square District should maintain its current level through 1980 and show an increase of over 4% to a total population base of about 37,000 people if some redevelopment could be initiated.* If no new development or rehabilitation takes place during this time period, Roslindale will most likely see a decline in its population base as other neighborhoods which have upgraded their areas will attract the new residents.

* Computer assisted population target projections made by the Boston Redevelopment Authority, Research Department, August, 1974. Roslindale Square District projection made by Ryan, Elliott Appraisal and Consulting Company, Inc.

TABLE II
PROJECTED POPULATION TRENDS
Roslindale District, City of Boston, Boston Metropolitan Area
1970 Actual; 1980-1985 Projected

	<u>1970</u>	<u>1980</u>	<u>1985</u>
Roslindale District ^{1/}	35,368	35,368	37,000
City of Boston	641,071	675,000	690,000
Boston Metropolitan Area ^{2/}	2,753,700	3,050,000	3,200,000

^{1/} Includes Census Tracts 1101, 1102, 1103, 1104, 1105, 1106, 1401

^{2/} Standard Metropolitan Statistical Area as defined by the
1970 U.S. Census

Source: U.S. Bureau of the Census, 1970 Census of Population.
Boston Redevelopment Authority, Research Department,
8/16/74.
Ryan, Elliott Appraisal and Consulting Company, Inc.

Major shifts in population as experienced in the 1960's and the projected changes in the 1970's are manifestations of other forces at work. Social and economic factors such as changes in family composition and household incomes are very important and these factors will be discussed in greater detail. As for the obvious ramifications of these changes, a growing or declining population base is going to bring about changes in demand for various goods and services and for housing. As we will see later, the relative stability of the population base has not increased demand on the existing housing stock. However, it is anticipated that additional dwelling units either through new construction or conversion will be needed if new residents can be attracted to the area.

2. Social Composition

In addition to the various changes in the number of people, the composition of the population has changed as well. This

change is characterized by an increase in the number of households, a decrease in household size, and a change in the age composition of the population. The number of households in the City of Boston decreased by only 3% during the 1960's even though the total population decreased by 9%. As can be seen on Table III, there has been a trend for the size of all households to decrease and from all indications, it appears that this trend will continue during the next several years.

TABLE III
HOUSEHOLD POPULATION COMPOSITION
Roslindale District, City of Boston, Boston Metropolitan Area
1960, 1970 Actual; 1980, 1985 Projected

	Persons Per Household			
	<u>1960</u>	<u>1970</u>	<u>1980</u>	<u>1985</u>
Roslindale District ^{1/}	3.6	3.3	3.2	3.1
City of Boston	2.9	2.8	2.7	2.7
Boston Metropolitan Area ^{2/}	3.2	3.1	3.0	2.9

^{1/} Includes Census Tracts 1101, 1102, 1103, 1104, 1105, 1106,
1401

^{2/} Standard Metropolitan Statistical Area as defined by the
1970 U.S. Census

Source: U.S. Bureau of Census, 1960, 1970 Census of Population.
Boston Redevelopment Authority, Research Department,
"Characteristics of Population: Families and Households,
and Their Level of Income, for the City of Boston, and
the Metropolitan Area, 1960 and 1970 Actual and 1980
and 1985 Projected." Background Tables, 8/74.

Ryan, Elliott Appraisal and Consulting Company, Inc.

This table points out a significant difference between the size of the households in the Metropolitan Area and those of the city and the Roslindale Square District. In 1970, the size of the household in Roslindale Square was more similar to the Metropolitan Area than to the City of Boston. This is due to the fact that Roslindale is a suburban type neighborhood of Boston as

compared to the inner city neighborhoods which characteristically have smaller households because of fewer children who reside in the central city. Roslindale is still the home of many large families. Thus, the greater ratio of persons per household than even the Metropolitan Area figures.

TABLE IV
CHANGES IN NUMBER OF HOUSEHOLDS
Roslindale District, City of Boston, Boston Metropolitan Area
1960, 1970 Actual; 1980, 1985 Projected

	Number of Households			
	<u>1960</u>	<u>1970</u>	<u>1980</u>	<u>1985</u>
Roslindale District ^{1/}	9,578	10,718	11,053	11,935
City of Boston	224,718	217,623	234,453	243,857
Boston Metropolitan Area ^{2/}	770,215	859,742	966,635	1,028,448

^{1/}Includes Census Tracts 1101, 1102, 1103, 1104, 1105, 1106, 1401

^{2/}Standard Metropolitan Statistical Area as defined by the 1970 U.S. Census

Source: U.S. Bureau of the Census, 1960, 1970 Census of Population.

Boston Redevelopment Authority, Research Department, Characteristics of Population: Families and Households, and Their Levels of Income, for the City of Boston, and the Metropolitan Area, 1960 and 1970 Actual and 1980 and 1985 Projected." Background Tables, 8/74.

Ryan, Elliott Appraisal and Consulting Company, Inc.

As can be seen on Table IV, the number of households in the Roslindale Square District and in the City of Boston is expected to increase by 1980 and 1985. The declining trend experienced during the 1960's is expected to be reversed.

With regard to age composition of the population, Table V shows that all three areas are very similar. This table also shows that the age distribution from 1960-1970 has shifted. All three areas gained population in the 15-24 year old age group.

TABLE V
POPULATION BY AGE GROUPS
Roslindale District, City of Boston, Boston Metropolitan Area
1960-1970

	Population				Ten Year Change	
	1960		1970		Number	Percent
	Number	% of Total	Number	% of Total		
<u>Roslindale District</u>						
Total	34,838		35,368		+530	+ 2%
Under 15	8,996	26%	8,389	24%	-607	- 7%
15-19	2,615	7%	2,903	8%	+288	+11%
20-24	2,013	6%	2,710	8%	+697	+35%
25-44	8,575	25%	7,693	22%	-882	-11%
45-64	8,308	24%	8,381	23%	+ 73	.+01%
65 and over	4,331	12%	5,292	15%	+961	+22
<u>City of Boston</u>						
Total	698,081		640,922			
Under 15	171,812	25%	152,681	24%	-19,131	-11%
15-19	51,989	7%	61,060	10%	+ 9,071	+15%
20-24	54,547	8%	77,103	12%	+22,556	+29%
25-44	173,327	25%	140,072	22%	-33,255	-19%
45-64	160,737	23%	128,288	20%	-32,449	-20%
65 and over	85,669	12%	81,718	13%	- 3,951	- 5%
<u>Boston Metropolitan Area</u>						
Total	2,595,845		2,753,700			
Under 15	730,113	28%	731,818	27%	+ 1,705	--
15-19	184,737	7%	250,438	9%	+65,701	+26%
20-24	157,706	6%	242,497	9%	+84,791	+35%
25-44	669,903	26%	634,999	23%	-34,904	- 5%
45-64	571,108	22%	584,063	21%	+12,955	+ 2%
65 and over	282,278	11%	309,885	11%	+27,607	+ 9%

Source: U.S. Bureau of Census, 1960, 1970 Census of Population.
 Boston Redevelopment Authority, Research Department,
 Target Projection, 6/74.
 Ryan, Elliott Appraisal and Consulting Company, Inc.

One significant difference this table shows is that the Roslindale Square District experienced a substantial increase in those over 65 years of age while the City of Boston lost population in this age group and the Metropolitan Area showed less than half the increase in Roslindale.

The significance of the changes in social composition are far-reaching. The projected substantial growth in number of households and the trend toward decreasing household size have definite implications concerning the demand for housing and goods and services.

3. Income Characteristics

Household income levels in the Roslindale Square District, City of Boston, and the Boston Metropolitan Area have risen substantially during the 1960's as expressed in dollars of constant value using 1970 purchasing power. The income figures for Roslindale Square are slightly greater than the city as a whole with an average household income of 10,204 versus 9,121 for the city and 12,177 for the Metropolitan Area.

TABLE VI
AVERAGE HOUSEHOLD INCOME PROJECTIONS
Roslindale District, City of Boston, Boston Metropolitan Area
1970 Actual; 1980, 1985 Projected

	<u>1970</u>	<u>1980</u>	<u>% of Change 1970-1980</u>	<u>1985</u>	<u>% of Change 1980-1985</u>
Roslindale District ^{1/}	10,204	12,245	+20%	13,225	+8%
City of Boston	9,121	11,582	+27%	12,535	+8%
Boston Metropolitan Area	12,177	14,996	+23%	16,188	+8%

^{1/} Includes Census Tracts 1101, 1102, 1103, 1104, 1105, 1106, 1401

Source: Boston Redevelopment Authority, Research Department, "Characteristics of Population: Families and Households, and Their Levels of Income, for the City of Boston and the Metropolitan Area, 1960 and 1970 Actual and 1980 and 1985 Projected." Background Tables, 8/74.

U.S. Bureau of the Census, 1970 Census of Population.

Ryan, Elliott Appraisal and Consulting Company, Inc.

Projecting through 1985, we see that income levels should continue to make substantial gains during the next several years. By 1985, it is projected that the average household income for the Roslindale Square District will be 13,225, 12,535 for the city, and 16,188 for the Metropolitan Area. These figures are based on dollars of constant value at 1970 prices so that they represent "real" gains.

The following table shows total estimated aggregate income for the Roslindale Square District for 1970, 1980, and 1985. It

is from this total income that we project an estimate of expenditures for different categories of retail goods and services and subsequently measure the amount of retail space which could be supportable in Roslindale Square.

TABLE VII
ESTIMATED TOTAL AGGREGATE INCOME FOR HOUSEHOLDS
Roslindale District, City of Boston, Boston Metropolitan Area
1970 Actual; 1980, 1985 Projected

<u>Roslindale District</u>	<u>No. of Households</u>	<u>Estimated Average Household Income</u>	<u>Estimated Aggregate Household Income</u>
1970	10,718	10,204	109,366,472
1980	11,053	12,245	135,343,985
1985	11,935	13,225	157,840,375

City of Boston

1970	217,623	9,121	1,984,939,383
1980	234,453	11,582	2,715,434,646
1985	243,857	12,535	3,056,747,495

Boston Metropolisn Area

1970	859,742	12,177	10,469,078,334
1980	966,635	14,996	14,495,658,460
1985	1,028,448	16,188	16,648,516,224

Source: Boston Redevelopment Authority, Research Department, Characteristics of Population: Families and Households, and Their Levels of Income, for the City of Boston and the Metropolitan Area, 1960 and 1970 Actual and 1980 and 1985 Projected." Background Tables, 8/74.

U.S. Bureau of the Census, 1970 Census of Population.

Ryan, Elliott Appraisal and Consulting Company, Inc.

4. Retail Expenditures

Classification of retail goods and related services are generally categorized into two main groups; "GAF," general merchandise or department store type goods, apparel and furniture are known as comparison shopping goods. These types of products are generally purchased after the shopper has compared like items being sold by other competitive retailers. Stores of this type are generally located in proximity to one another in the main shopping districts or shopping centers of a town and the

stores serve a large market area. The other type of retail goods are classified as convenience goods. These goods include such things as food, drugs, basic supplies and miscellaneous items which are purchased on a regular need basis wherever these items are conveniently found such as near the shopper's residence or place of work. Typically, stores of this type serve a smaller market area than the comparison goods store.

Roslindale Square caters to both types of goods. However, it serves mainly as a neighborhood retailing center and, therefore, the majority of its stores serve the convenience goods market.

The following table shows the estimated retail expenditure pattern that was developed based upon information contained in the 1972 U.S. Census of Retail Trade which segregates comparison shopping and convenience-oriented goods sales.

TABLE VIII
BOSTON SMSA RETAIL EXPENDITURE PATTERN
1971

<u>Retail Type</u>	<u>1971 Sales</u>	<u>Sales as % of Aggregate 1971 Adjusted Household Income of \$10,956,937</u>
<u>GAF</u>		
53 General Merchandise	\$1,026,237	9%
56 Apparel & Accessories	461,385	4%
57 Furniture, Home Furnishings & Equipment	<u>391,664</u>	<u>4%</u>
Subtotal	\$1,879,286	17%
<u>Convenience Goods Stores</u>		
54 Food Stores	\$1,503,801	14%
58 Eating & Drinking Places	672,645	6%
591 Drug & Proprietary Stores	<u>201,306</u>	<u>2%</u>
Subtotal	\$2,377,752	22%
<u>Miscellaneous Retail Stores</u>		
52 Building Materials	\$ 248,948	2%
59 Misc. Stores	<u>1,093,944</u>	<u>10%</u>
Subtotal	\$1,342,892	12%
<u>All Other Stores</u>		
55 Automotive Dealers	\$1,068,561	10%
554 Gasoline Service Stations	<u>378,084</u>	<u>3%</u>
Subtotal	\$1,446,645	13%
Total Retail Stores	\$7,046,575	64%

Source: U.S. Bureau of the Census, 1972 Census of Retail Trade.
Ryan, Elliott Appraisal and Consulting Company, Inc.

From these expenditure patterns, the total dollar volume of retail goods and services purchased by residents of the Roslindale Square District was estimated and shown on Table IX.

TABLE IX
ESTIMATED RETAIL EXPENDITURE POTENTIAL BY
ROSLINDALE DISTRICT MARKET AREA RESIDENTS
1970 - 1980 - 1985

<u>Retail Type</u>	<u>Expenditure Pattern</u>	<u>Potential Sales</u>		
		<u>1970</u>	<u>1980</u>	<u>1985</u>
<u>Estimated Aggregate Household Income</u>		109,366,472	135,343,985	157,840,375
53 General Merchandise	9%	\$ 9,842,982	\$12,180,959	\$14,205,634
56 Apparel & Accessories	4%	4,374,659	5,413,759	6,313,615
57 Furniture, Home Furnishings & Equipment	4%	4,374,659	5,413,759	6,313,615
Subtotal	17%	18,592,300	23,008,477	26,832,864
<u>Convenience Goods Stores</u>				
54 Food Stores	14%	\$15,311,306	\$18,948,158	\$22,097,653
58 Eating & Drinking Places	6%	6,561,988	8,120,639	9,470,423
591 Drug & Proprietary Stores	2%	2,187,329	2,706,880	3,156,808
Subtotal	22%	24,060,624	29,775,677	34,724,883
<u>Miscellaneous Retail Stores</u>				
52 Building Materials	2%	\$ 2,187,329	\$ 2,706,880	\$ 3,156,808
59 Misc. Stores	10%	10,936,647	13,534,399	15,784,038
Subtotal	12%	13,123,977	16,241,278	18,940,845
<u>All Other Stores</u>				
55 Automotive Dealers	10%	\$10,936,647	\$13,534,399	\$15,784,038
554 Gasoline Service Stations	3%	3,280,994	4,060,320	4,735,211
Subtotal	13%	14,217,641	17,594,718	20,519,249
Total Retail Stores	64%	69,994,542	86,620,150	101,017,840

Source: Ryan, Elliott Appraisal and Consulting Company, Inc.

5. Residential Construction Activity

Boston as a whole experienced a negative growth in its housing stock during the 1960's. Demolition of over 21,000 units throughout the city exceeded new construction by 946 units. Several urban renewal projects, which were in the demolition phase of their programs, were chiefly responsible for this loss. However, this phase of the program is substantially complete. Construction statistics show that the 1970-1976 period had a net growth of 5,105 new units. This indicates that the negative trend has ended.

During the 1960's, this declining trend in total housing stock experienced by the city did not affect the Roslindale Square District. The period of 1960-1970 saw a net gain of approximately 2,900 units in this neighborhood. However, this apparent increasing trend has been reversed. From January, 1970 to January, 1976, there has been no significant new construction in Roslindale Square and there was a loss through demolition or other causes of approximately 100 housing units.

Housing development statistics for the City of Boston and for the Roslindale Square District follow. The net changes in housing stock from 1960 to 1970 and from 1970 through January, 1976 are also shown.

TABLE X
DWELLING UNITS CONSTRUCTED IN BOSTON'S
ROSLINDALE SQUARE DISTRICT AND CITY OF BOSTON
1960-1970-Jan. 1976

	<u>Roslindale Square</u>	<u>City of Boston</u>
Total Housing Stock 1960	10,233	233,347
New Construction	+3,000	+20,162
Demolition	<u>- 100</u>	<u>-21,108</u>
Net Change (1960-1970)	+2,900	- 946
Total Housing Stock 1970	13,133	232,401
New Construction	-0-	10,845
Demolition	<u>- 100</u>	<u>5,105</u>
Net Change (1970-Jan. 1976)	- 100	+ 5,740
Total Housing Stock 1976	13,033	238,141

Source: Boston Redevelopment Authority/Housing Task Force/
Research and Planning Department.
Ryan, Elliott Appraisal and Consulting Company, Inc.

Projected construction in the city during the next several years is estimated to produce approximately 23,000 housing units according to information furnished by the Boston Redevelopment Authority's Research Department. This includes the 2,000 units which are now under construction and 21,000 which are planned or proposed. Of the total, approximately 5,200 units are slated for the middle and upper income groups and the remaining housing would be for the low and moderate income categories including the elderly.

Assuming a ten year period for completion of these units, annual construction would be 2,100 housing units citywide which is slightly more than the construction rate experienced during the 1960's of 2,016 units annually and about the same rate for the first five years of the 1970's of 2,169 units annually. Residential demolition during the next ten years, if it stays at the same rate experienced during the 1970 to January, 1976 period, would equal 10,200 units. This appears to be reasonable as it is less than half of the demolition rate during the 1960's.

This residential housing analysis indicates that Boston appears to be faced with a future declining supply of housing even though it is expected that there will be an increase in population and household formations.

B. Determination of Demand for Additional Residential and Commercial Space in Roslindale Square

This part of our study involved an analysis of the development potential for retail space, apartments, and offices in Roslindale Square.

1. Market for Additional Retail Space

In the first part of this narrative analysis, an estimate will be made as to the amount or the "capture rate" which Roslindale Square could reasonably expect of the total retail sales volume expended by area residents. The following table presents a comparison of potential sales with actual sales as reported by the 1972 United States Census of Retail Trade. This is the most recent available sales information.

As can be seen, the capture rate in 1972 was 22% of the potential sales volume which does not appear to be unrealistic given the nature of Roslindale Square as a neighborhood retailing center. This capture rate also is not surprising given the results of the retailing survey conducted by the consultants which indicated that 67% of the respondents of the In-House Survey reported that they frequently shopped in Roslindale Square and 73% of the respondents of the On-Street Survey reported that they frequently came to the square.

TABLE XI
COMPARISON OF 1972 POTENTIAL AND ACTUAL SALES TO
DETERMINE CAPTURE RATE FOR ROSLINDALE DISTRICT

GAF

Potential Sales	\$19,458,701
Actual Sales	\$ 7,816,000
Capture Rate	42%

Convenience Goods Stores

Potential Sales	\$25,181,849
Actual Sales	\$ 5,818,000
Capture Rate	23%

All Other Stores

Potential Sales	\$28,615,737
Actual Sales	\$ 2,602,000
Capture Rate	9%

Total

Potential Sales	\$73,256,288
Actual Sales	\$16,236,000
Capture Rate	22%

Source: U.S. Bureau of Census, Census of Retail Trade,
1972, "1972 Constant Dollars"

As for a realistic capture rate for the retail sales volume which could be expected in Roslindale Square in the future given some changes in accessibility, parking, and other improvements, 25% to 33% was considered to be a reasonable estimate.

The second part of the analysis translated the estimated sales volume into the amount of retail space which could be supported in Roslindale Square. This was done by dividing the total volume by the sales per square foot factor a retailer in Roslindale Square would expect to achieve. Table XII shows the estimated total amount of space which could be supported in the square.

TABLE XII
PRELIMINARY PROJECTED ESTIMATE OF DEMAND FOR
RETAIL SPACE IN ROSLINDALE SQUARE BY 1980

Projected number of households in 1980 for primary market area of Roslindale Square	11,053		
Projected average household income	\$12,245		
Projected total aggregate income	\$135,343,985		
Retail sales expenditures as % of income ^{1/}	49%		
Total potential retail sales expended by residents of the primary market area	\$66,318,553		
Estimated capture rate by Roslindale Square businesses	25-33%		
Actual capture rate reported for 1972	22%		
Estimated sales for Roslindale Square:			
@ 25%	\$16,579,638		
@ 33%	\$21,885,122		
Estimated space supportable by projected sales:			
Projected Sales Volume	Supportable Space @ \$100 per s.f.	Supportable Space @ \$125 per s.f.	Supportable Space @ \$150 per s.f.
\$16,579,638	165,800 s.f.	132,600 s.f.	110,500 s.f.
\$21,885,122	218,900 s.f.	175,100 s.f.	145,900 s.f.
Actual retail sales volume - 1972			\$16,236,000
Existing retail space (by BRA count)			105,400
Indicated productivity factor (sales per s.f.) as of 1972			\$154.00

^{1/}Retail sales as used here excludes building materials, automotive, and gasoline purchases.

By inventory, there is presently approximately 105,000 square feet of retail space in the immediate Roslindale Square area. Therefore, the amount of additional retail-commercial space which could be supported was estimated to be a low of 30,000 to a high of 115,000 square feet. This estimate was based upon the demand created by the normal projected increase in the number of households and increase in household income. The difference in the estimated demand for additional space is dependent upon the type of new retailer who would be located here. Stores with high sales volume per square foot, such as

jewelry stores or camera shops, need far less space than low sales volume retailers like toy or variety stores.

An average or typical mix in a retailing center like Roslindale Square should have a productivity factor close to \$100 sales volume per square foot and, therefore, it is the consultant's opinion that Roslindale Square could support a total of approximately 150,000 to 200,000 square feet of retail space or an additional need over and above the existing stores of 45,000 to 95,000 square feet.

As for the type of retailer who could be located in Roslindale Square, the following is a list of typical stores and related business services.

Supermarket	Hardware
Delicatessen	Paint and wallpaper
Bakery	Hobby shop
Butcher shop	Arts & crafts
Fish market	Record shop
Candy store	Musical instruments
Ice cream parlor	Pet shop
Convenience food store	Books and stationery
Liquor store	Flowers
Restaurant without liquor	Drugstore
Restaurant with liquor	Discount health and beauty aids
5 & 10¢ or discount department store	Sporting goods
Ladies' clothing store	Jewelry store
Bridal shop	Card & gifts
Hosiery shop	Toy store
Children's shop	Camera shop
Men's wear	Cinema
Family clothing store	Banks
Family shoe store	Finance companies
Ladies' shoe store	Insurance
Formal wear rental	Real estate
Unisex jean shop	Beauty shop
Curtain and drapes	Barber shop
Yard goods	Shoe repair
Luggage, leather goods	Cleaners & dryers
Appliances	Laundry
Floor coverings	Photographers
Radio, TV, hi-fi	Figure salon

It is felt that a mix of these various retailers would provide the kind of attraction needed to generate the volume of business we have projected and that a group of 40 to 60 stores could be supported by this sales volume. This statement assumes that all stores would be small to medium size in the 1,500 to 5,000 square foot category. A supermarket would be certainly larger and in the 25,000 to 30,000 square foot category as would a discount department store.

Adequate parking facilities needed to support 150,000 to 200,000 square feet of retail sales area has been estimated at the average rate generally considered necessary by shopping center developers which is one space for each 250 square feet of gross floor area. This would indicate a need for approximately 600 to 800 parking spaces. These spaces could be provided on-street in parking lots or parking garages.

The two shopper surveys conducted indicated that finding a parking space in the square was usually difficult. This is due to the existing parking ratio which is approximately one space for each 325 square feet of retail floor area which is not sufficient. A parking ratio of one space for each 250 square feet would be more appropriate as it would provide adequate parking and a more healthy retailing environment.

As for employment needed to support the projected demand for 150,000 to 200,000 square feet of retail space, this has been estimated at a ratio of one employee for each 750 square feet of gross leaseable area. In addition, part-time employment would be estimated at 15% to 20% of the full-time help. This

would be a full-time employment need of 200 to 270 persons and a need for an additional 30 to 50 part-time employees.

2. Market for Additional Housing

According to information outlined in Section A of the Merchandising Plan, the population of the City of Boston is expected to increase during the 1970's and the projected net increase by 1980 is 34,000 persons and an additional 15,000 by 1985. Similarly, the number of households was also expected to increase both as a result of new households moving into the city and as a result of the reduction in the size of existing ones. The projected growth by 1980 is an additional 16,800 households and 9,400 more by 1985.

Since each of these households theoretically represents a need for a housing unit, we see potential growth demand citywide for approximately 16,800 additional dwelling units by 1980 and an additional 9,400 units by 1985. Also, there is a replacement demand which will be created by the removal from the housing stock of existing units. This will take place as the normal course of demolition occurs during the 1970's. It has been estimated that approximately 10,200 units will be razed or otherwise removed from the housing supply by the end of the decade and 15,300 by 1985. These conditions indicate a total potential demand by 1980 for more than 27,000 new dwelling units and by 1985, a demand for 41,500 units.

TABLE XIII
ESTIMATED HOUSING DEMAND
FOR THE CITY OF BOSTON
1970-1985

<u>Source of Demand</u>	<u>Housing Units Required</u>	
	<u>1980</u>	<u>1985</u>
Growth Demand ^{1/}	16,800	26,200
Replacement Demand ^{2/}	10,200	15,300
Total Demand	27,000	41,500

^{1/}Projected changes in number of households, 1970-1980-1985 Table

^{2/}Projected demolition estimate based upon 1970-1974 experience

It is somewhat doubtful that this demand will be satisfied. Construction during 1970-1976 produced only 10,845 units and proposed new construction if it is all built will still fall far short of projected demand. In planning for the future, it appears that there will be a total unmet demand by 1980 of some 16,155 units and by 1985 of 30,655 units.

No significant amount of new residential construction has taken place in Roslindale as most new development in the city took place in the neighborhoods where some revitalization was evident. However, because of Roslindale's favorable location in the city, some residential development could take place here over the next several years. An estimate of up to 5% of the current unmet demand or approximately 800 units could probably be absorbed in Roslindale. This development would most likely be for low to moderate income groups as the upper income group tends to live in the core area neighborhoods such as the waterfront or other areas which have great residential appeal.

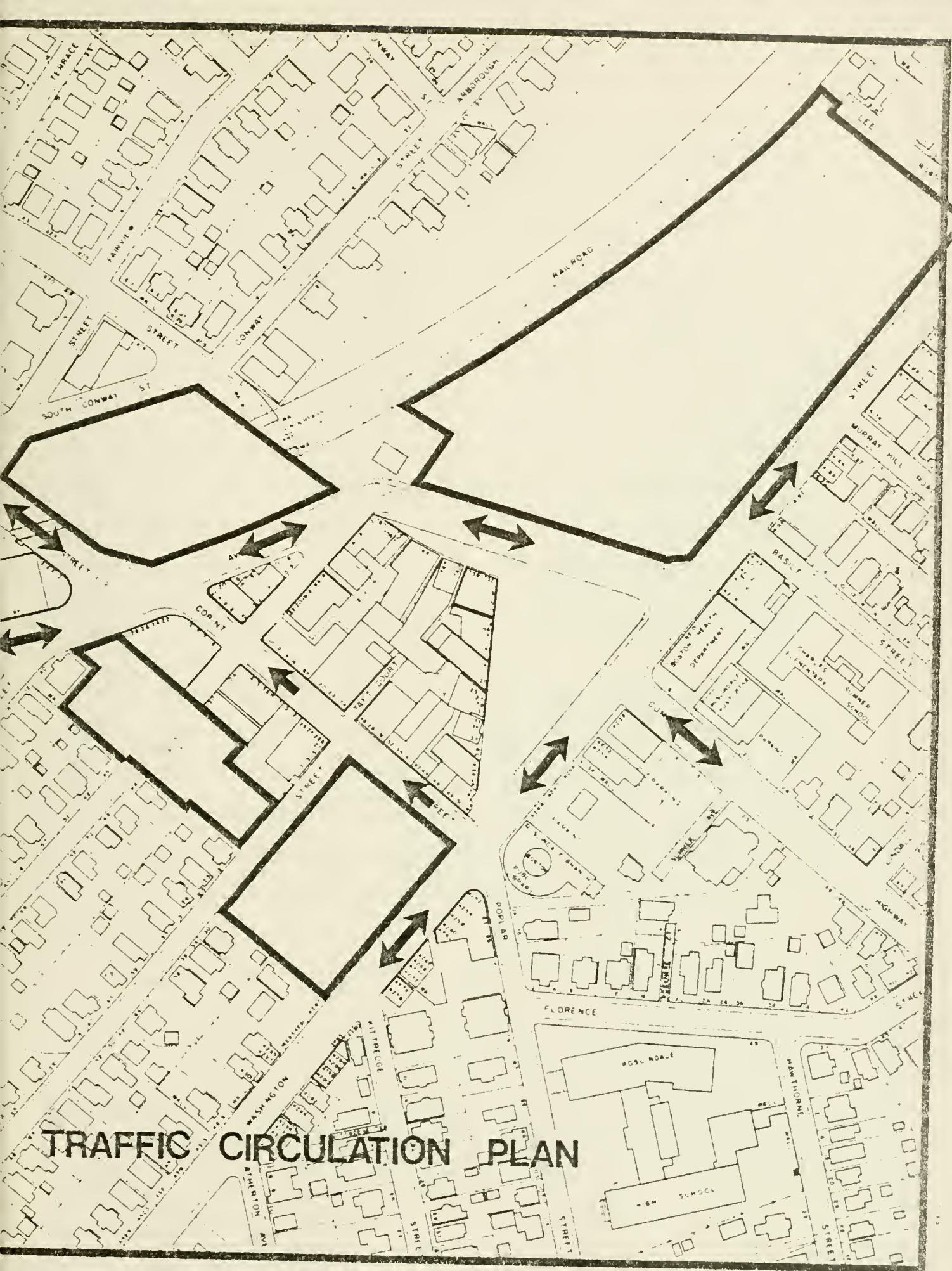
This low and moderate income housing would probably be some form of subsidized housing and could be in the form of elderly housing. Roslindale Square is an excellent location for elderly housing because of its convenience to public transportation, shopping, and civic and social facilities, and it is felt that the square might also be able to capture some of the regional elderly housing demand. As for other forms of new subsidized housing, community planning goals and objectives would probably preclude any large scale low income housing development in Roslindale Square. However, some scattered "small scale" subsidized housing development might be accommodated in adjacent areas.

3. Market for Offices

Roslindale Square is a good location for office users who cater to the needs of the Roslindale community. However, it is not considered to be a good location for general office users who do not have to be located in the community to conduct their business. General office users tend to locate where there is ease of accessibility to their workers and customers and near where other office users are located such as downtown Boston or in the various suburban office parks.

The demand for additional office space in Roslindale Square is not considered to be significant and would represent replacement space rather than additional space needed because of a growing office market. The office users for space in the square would typically be doctors, dentists, opticians, lawyers,

accountants, architects, contractors, or other similar professionals as well as governmental agencies. For the most part, these people are now located in various locations throughout the square including storefront space and second floor walk-up offices. It is not felt that additional office space is needed for these various businesspersons. However, there may be a desire to upgrade present office facilities and a limited demand for office expansion. It is also possible that some new office users might be attracted to the square. However, this is not considered to be a significant source of demand.



TRAFFIC CIRCULATION PLAN

II. SITE PLAN

This report section provides a summary description of the recommended Site Plan for Roslindale Square. It is the product of many hours of discussion by various representatives of the City of Boston, members of RACD and the Roslindale Board of Trade, and the general public. A small illustrative site plan is presented on the facing page to assist the reader who is not familiar with the recommended plan. A large colored detailed site plan as well as the numerous working drawings used in the development of this plan are on file and can be made available for review by all interested parties. The various key recommendations for the public improvements, rehabilitation, and new development programs are described in the following paragraphs.

General Concept

The revitalization plan for Roslindale Square suggests a series of public and private improvement projects be undertaken during a five to seven year period. The emphasis of the plan is on preserving the general character of Roslindale Square through a concentrated effort of rehabilitation while concurrently seeking the redevelopment of several areas where new building is highly appropriate.

A variety of new public improvements are recommended which would be coordinated with the rehabilitation and redevelopment activities. These include a major widening of South Street, changes in the circulation pattern, new transit and bus station, additional parking, and new pedestrian ways and public open spaces.

A. Transportation and Parking

Several transportation improvements are proposed for the square in order to make accessibility to and circulation within the area more convenient. In order to improve traffic circulation, it is proposed that South Street be widened between Washington Street and Belgrade Avenue and that it accommodate two-way traffic. Widening of South Street in this area will require the taking of several parcels on the northern edge of South Street. It is also proposed that Washington Street, adjacent to Irving Adams Park, return to two-way traffic movement and Corinth Street be made one-way in a westerly direction.

In conjunction with these improvements, the intersections of Washington Street with South Street, Cummins Highway and Corinth Street could be signalized in a manner that will enable them to facilitate traffic movements. For instance, a traveler moving from Cummins Highway to South Street would be able to traverse both intersections on Washington Street as if they were one intersection. These improvements would be expected to significantly alleviate the present traffic congestion problems, particularly those experienced during peak commuting hours. A plan showing the proposed changes in traffic circulation is shown on the facing page.

New parking facilities are proposed for four locations in Roslindale Square. These include the commercial site at Corinth and Washington Streets, an area behind the stores fronting on Corinth Street between Cohasset and Birch Streets, the new transit station, and the Planned Development Area. At the present

time, this additional parking is proposed to be at grade but if future parking demand warrants it, a parking deck could be considered.

Presently, the most obvious potentially achievable additional public parking is behind the stores on Corinth Street where there is already some limited private parking. The recommended site plan shows the expansion of the parking lot to include four abutting properties. It should be noted that if a new retail development is achieved for the Corinth/Washington Streets site, the community may find it appropriate for the parking area to be further expanded to the south between Cohasset and Birch Streets to coincide with the southerly boundary line of the commercial development site.

A new commuter/transit station with related bus terminal and parking is proposed for the site of the present railroad station. These facilities would be constructed by the MBTA as part of their plan to upgrade the entire line from downtown Boston to Route 128. Construction of the facility is expected during the period 1980 to 1983 with opening immediately thereafter.

B. Rehabilitation

Rehabilitation of existing structures is a prime focus of the recommendations of the overall plan. Commercial buildings in the central area of the square and along Corinth Street, Washington Street and Belgrade Avenue would be retained and improved by their owners. Exterior storefront improvements and interior modernization are encouraged throughout the square

wherever it is desirable that buildings would remain. Coordinated signs in compliance with the Building Code will also be greatly encouraged in order to bring about visual improvements in the square and present the square as a homogeneous shopping district. All new signs should be subject to strict code enforcement and compliance and a concerted effort should be made to remove all billboards from the confines of the square.

C. Redevelopment

A new retail development project is proposed for the southwest corner of Corinth and Washington Streets at the site of the now-closed Corey's market. Because of the good access, high visibility, and poor condition of present buildings at this site, this parcel is considered to be a key development site. The consultant's recommended reuse of this parcel would be for supermarket development.

The area to the north of South Street, between Washington Street and the railroad tracks and the vicinity of the terminus of Taft Hill Terrace, has been designated as a Planned Development Area (PDA). This large site, which is now characterized by a mixed land use pattern and several publicly owned parcels, could accommodate a variety of retail uses, housing for the elderly, additional public and/or private parking, and rehabilitation of selected buildings that is consistent with the revitalization of the area. No specific plan has been recommended for this site. Such a plan should come about as a result of additional analyses based on developer interest and citizen involvement during the implementation of the early phases of the overall

revitalization program. The implementation of the PDA should be staged over a period of years to coincide with the widening of South Street and the availability of financial resources.

D. Pedestrian Circulation

One of the strengths of Roslindale Square as a shopping and community center is that it is oriented toward use by the pedestrian. Not only is the area compact in size but it is also surrounded by a relatively large residential population that can reach the square by walking.

The revitalization plan suggests a further reinforcing of this pedestrian character. First, several of the local shopping streets, particularly Corinth and Poplar, could be upgraded for the pedestrian by providing more attractive walking areas with new sidewalks, trees, benches and kiosks. In the case of Poplar Street, all vehicles could be excluded except for service and emergencies, and the street could be made a part of an extended Adams Park with additional landscaping and sitting areas. In addition, Birch Street, between the Corinth Street parking area and South Street, could also become a pedestrian way with the exclusion of vehicles except service and emergencies.

One of the key pedestrian improvements and one of the most important proposals in the entire revitalization plan is the creation of a mid-block pedestrian mall between Corinth and South Streets. This pedestrian mall would include the acquisition and demolition of the former Park-Snow property in order to expand Taft Court through the block to create a pleasant walkway connecting the Planned Development Area with the new market on

Corinth Street. It might also be possible to retain the building and use the first floor as a covered walkway. Included within this pedestrian mall concept is the rehabilitation of all buildings along its path in order to create a small scale, high quality shopping center environment similar to that at the recently opened Quincy Market in downtown Boston.

E. Implementation Schedule

The improvements that have been recommended cannot be funded and built immediately and, therefore, are suggested for completion during a five to seven year period or within three separate phases each of approximately two years duration. The phases and the projects that could be undertaken in each are as follows.

Phase 1

1. Construct Corinth Street improvements
2. Construct mid-block pedestrian mall
3. Acquire the proposed development site at the corner of Corinth and Washington Streets and construct a new supermarket
4. Assemble and construct the proposed parking area between Cohasset and Birch Streets
5. Rehabilitate storefronts and signs and modernize store interiors
6. Construct temporary parking at railroad station

Phase 2

1. Construct transit/bus station and related parking
2. Widen South Street
3. Make traffic two-way on South and Washington Streets and reverse the traffic flow on Corinth Street
4. Close Poplar Street and expand Irving Adams Park onto it

Phase 2 Continued

5. Continue rehabilitation of storefronts and interior modernization

Phase 3

1. Construct Planned Development Area to include retail, elderly housing and parking (this could take up to ten years)
2. Continue rehabilitation of storefronts and interior modernization

This is only a proposed implementation schedule and is suggested for planning purposes only. It is subject to continuous change and revision as the implementation effort progresses.

III. FINANCIAL PLAN

Securing adequate financing will be a key element in implementing the Roslindale Square Revitalization Program. As described in the Site Plan, the revitalization program will consist of public improvements and private new development and rehabilitation. This program is expected to be undertaken in three phases over a five to seven year period and a general estimate as to the cost of each phase is presented below. These costs have been estimated for preliminary planning purposes only and are not based upon detailed work write-ups, appraisals or professional cost estimates.

Phase 1

Projected Cost

1. Corinth Street sidewalk widening and resurfacing, new trees, benches, etc.	\$ 75,000
2. Mid-block pedestrian mall (Taft Court) and Birch Street mall	\$175,000
3. Temporary parking at railroad station	\$ 30,000
4. Acquire and construct the proposed parking behind Corinth Street between Cohasset and Birch Streets	\$300,000
5. Acquire Corinth/Washington Streets development site	\$500,000
6. Begin rehabilitation program of new storefronts, signs and modernizing store interiors	Not estimated; costs quite variable

Phase 2

1. Construct transit/bus station and related parking	Not yet budgeted
2. Widen South Street	\$525,000
3. Close South Street and expand Irving Adams Park	\$ 53,000
4. Continue rehabilitation program	Not estimated

<u>Phase 3</u>	<u>Projected Cost</u>
1. Acquire planned development area site	\$1,500,000
2. Construct new development on PDA site	Not estimated
3. Complete rehabilitation program	Not estimated

In order to fund both the public and private improvements, it will be necessary to demonstrate a solid commitment from the landowners and shopkeepers in Roslindale Square as well as from the citizens of the community and public officials. Funding sources are available both for the public improvements and the private development and rehabilitation program. However, it is unlikely that either public or private sources would be willing to fund an individual project of and by itself without some commitment from the community that the overall revitalization program will be undertaken.

This commitment will probably be in the form of the establishment of a Community Development Corporation and most of its stockholders would be residents or business owners of the community. The sale of shares of stock at a nominal cost of say \$1.00 to \$5.00 each would provide the initial funding necessary to hire a full-time director whose job it would be to bring the resources of the community together and set out an orderly plan for the execution of the three phased revitalization program. It is under this framework and commitment from the community that the following funding sources and/or incentive programs would probably become available.

A. Public Funding Sources and/or Financial Incentive Programs

1. City of Boston

a. Community Development (CD) - Title I of the Housing and Community Development Act of 1974 provides Federal grants to support local revitalization activities. In fact, the initial funds for preparing the Roslindale Square Program came from this source and an additional \$22,000 has been earmarked for the implementation of the revitalization plan.

The CD program makes funds available to eligible local communities on an annual basis after approval of appropriate applications. Proposed projects in Roslindale Square for which future CD funds could be allocated include repair of streets, curbs and sidewalks; installation of new pedestrian walkways and related benches and landscaping; and acquisition of property for new development activities.

b. Capital Budget - The City of Boston annually appropriates funds for needed capital improvements through the issuance of general obligation bonds. Community facilities such as schools, libraries and police stations, and public works equipment such as fire trucks and snowplows are typically acquired by this method. Although Boston has been reluctant to fund extensive public improvements through the capital budget in recent years because of escalating costs,

several of the proposed public improvements for Roslindale Square, such as those described under CD funding, could be included in future capital budgets and built accordingly.

c. Storefront Improvements - The City of Boston has initiated a Restore Program which is administered by the city's Neighborhood Business Program. Restore deals specifically with storefront renovations and would be available to store owners in Roslindale Square as long as at least 25% of the merchants initially agree to participate. The program was designed to encourage local merchants to undertake improvements to their stores. To make such an improvement program financially attractive, the Restore Program offers a 20% cash rebate on the cost of rehabilitation that is done through the program and which is done in accordance with the Boston Sign and Building Codes. A brochure describing this program is available from the Mayor's Office of Neighborhood Business Program and presents design guidelines which would help each store owner make improvements to his property. The Restore staff also would be available to give architectural and graphic design assistance and would be able to help the merchants obtain all necessary city permits and approval. Many of the local banks have agreed to work with the city on the Restore Program and would offer improvement loans to qualifying merchants.

- d. Tax Increment Financing - This relatively new concept in financing public improvements has been little used in the northeastern section of the country. Tax increment financing uses increased real estate taxes derived from the private redevelopment of a blighted area to pay for public improvements built as part of the overall redevelopment project. Although this device would most likely require State enabling legislation, as well as City Council approval, it has potential applicability on the proposed PDA site in Roslindale Square. Incremental tax revenues derived from this project could be used to fund related public improvements such as parking, pedestrian ways and open spaces.
- e. Real Property Tax Policy - Although tax policy alone does not finance either public or private development activities, it can unlock financing sources by improving investment profitability. The first aspect of tax policy to be examined is equity in assessment. Oftentimes, building owners in districts like Roslindale Square find that their buildings' assessments do not make possible an adequate return on their investment, and consequently, building maintenance may suffer. Second, new building construction can be hampered for fear of high assessments that will render the new investment economically unattractive. Fair assessment procedures, therefore, can be a stimulant

to maintenance of property, rehabilitation of existing structures and investment in new construction.

- f. 121A Development Corporation - Chapter 121A of the General Laws of Massachusetts provides that the City of Boston can approve development projects proposed for blighted, decadent or substandard areas. The level of annual real estate taxes on these projects can be fixed in return for a limitation on the profit that the developer might receive as a result of his completing the project. This financial vehicle has potential applicability for use in developing the Planned Development Area (PDA) portion of the Roslindale Square plan. However, a recent report indicates that Mayor White is not in favor of the continued use of this plan but this situation could change.
- g. Zoning/Planned Development Area - In order to avoid the rigid requirements of the Boston Zoning Code with respect to the development of a parcel of land, a planned development area (PDA) provision was added to the code. It can apply to a parcel of land larger than one acre and basically provides that the project can be designed with flexibility to take into account unique aspects of the site, financing requirements and market potentials. The primary development site in Roslindale Square has been designated as a Planned Development Area in the hope that this very

useful device can be utilized to bring about a creative combination of redevelopment and possibly some rehabilitation of this parcel.

h. Improvement District - The concept of the special assessment, or improvement, district has been evolving for many years. It is simply a definable geographic area in which a public investment, such as a pedestrian mall or parking facility, will create a benefit to the constituent properties. The owners of these constituent properties will fund the construction activity according to their level of benefit. To implement an improvement district in Roslindale Square will most likely require a combination of Boston City Council and State legislative action. Once formed, the district would be administered locally and could coordinate improvements generated with its own funds with improvements funded through other public programs. The parking lot off Corinth Street or any public parking on the PDA site could be funded through this program.

2. Commonwealth of Massachusetts

a. Massachusetts Bay Transportation Authority (MBTA) - The MBTA is presently considering a major alteration of the commuter rail system through Roslindale Square. The new system, to be in place by approximately 1982, will be either an upgraded two-track commuter rail system or an extension of the

Orange Line rapid transit line from Forest Hills toward Route 128. In either case, the MBTA will build a new station that will also include a bus connection and possibly related parking and commercial uses. These facilities will be financed by the MBTA with funds from the Federal government and local citizens will participate in the process of determining the precise nature of the improvements.

- b. Urban Systems - Funds are provided by the Federal government to Massachusetts to improve primary street systems. The City of Boston determines priorities for spending its share of funds and the proposed South Street improvements described in the Site Plan could be funded through this program.
- c. Bureau of Outdoor Recreation - The Massachusetts Division of Conservation Services provide funds to the City of Boston for acquiring, developing, and rehabilitating outdoor recreation areas. Funds from this program could be earmarked to Roslindale Square for expansion of Adams Park along Poplar Street and for constructing related pedestrian and open space areas as described in the Site Plan.
- d. Massachusetts Housing Finance Agency (MHFA) - MHFA provides below market interest rates to developers of mixed income housing projects. An elderly housing project which could be located in the PDA site could be funded through this program although at the

present time funds are extremely limited and competition for funding is very strong.

3. Federal

- a. Small Business Administration (SBA) - Section 502 of the Small Business Investment Act of 1958 authorizes the SBA to make loans to local development companies, such as a community development corporation, to assist specific small businesses. The loans are oriented to help small firms, such as businesses in Roslindale Square, to acquire land and construct, modernize, or expand their facilities. Sources of financing under the program can vary from a bank loan guaranteed by SBA to a loan directly from SBA. A maturity of up to 25 years on the loan is allowed and a lien on the firm's fixed assets acquired with the loan proceeds is given to SBA.
- b. Federal Housing Administration (FHA) - The FHA is an alternative source for obtaining funds to construct elderly housing in Roslindale Square. Under Section 231, FHA provides insurance for a mortgage obtained by the developer from a traditional lending source. If the project is made available to elderly persons of low and moderate income, the Section 231 financing could be combined with HUD Section 8 rent supplements which would be the difference between market rents and the rent actually paid by the tenant based upon the formula of 25% of the tenant's income.

c. Economic Development Administration (EDA) - This agency, under the recently passed Federal Public Works Act, provides funds to cities to construct public facilities that will create jobs in the short run. Now in its second phase, the program has provided a substantial amount of funds to the City of Boston. Several additional phases of the program are expected during the next two years, thereby making possible the funding of Roslindale Square public improvements if they are included in future applications.

4. Quasi-Public

Foundations - Although usually difficult to obtain, funds from foundations are available for innovative urban planning and development programs, particularly if they have relevance to the solution of similar problems elsewhere. The revitalization program for Roslindale Square might qualify for such funding.

B. Private Funding Sources

1. Banks and Traditional Mortgage Lenders - Each of the banks doing business in Roslindale Square was contacted to record their interest in financing new development and/or rehabilitation projects in Roslindale Square. It was the opinion of all representatives of the banks contacted that Roslindale Square was very important to them and that they would look favorably upon any economically viable proposed program. Loans would be available both

for construction and permanent financing. The exact terms of available financing would depend upon the individual project and borrower.

2. Community Development Corporation - A CDC can sell shares of stock to members in the community to raise working or venture capital. Money from this source is not expected to be substantial and probably would only be used as "seed money." A CDC can also borrow funds from the Small Business Administration and can participate in other government funding sources. An example of how this could work is as follows.

The proposed parking south of Corinth Street between Birch and Cohasset Streets could be financed with a loan from the SBA and the loan could be paid back with parking lot revenues. The CDC could own/lease and manage the lot with the cooperation of the merchants in the square. A small hourly parking charge, say \$0.25 per hour, could be made to customers using the lot. A redemption coupon up to an hour's limit could be supplied free to customers by cooperating merchants. Perhaps the coupons could be purchased by merchants on a reduced fee basis of say \$0.15. Also, if all or part of the land now owned by the Roslindale Cooperative Bank and the First National Bank were donated to the CDC or leased for \$1.00 per year, parking coupons for their customers could be supplied free. Revenue from this parking lot operation could be sufficient to pay for its operation and repay the loan.

3. Board of Trade or Similar Business Group - A business-person's association could raise funds through its members through special funding drives and campaigns to finance various improvements such as benches or landscaping. It could also lease and maintain public parking areas and maintain a beautification program such as cleaning streets and sidewalks in the square on a regular basis and removing snow in the winter.

IV. ADMINISTRATIVE PLAN

A. Organizational Framework

Community Development Corporation

In order to bring about revitalization of Roslindale Square, it is going to take a strong commitment from the community as a whole which would include not only the merchants and other businesspersons in the square but also the residents of Roslindale. The most effective vehicle in bringing together the needed support and to provide the organizational framework to actually implement the revitalization plan would be the establishment of a community development corporation.

Basically, a community development corporation is an organizational framework made up of the residents, businesspersons, and civic and social organizations of a community. The Roslindale Association for Community Development as presently constituted is actually a community development corporation. However, this group would have to be reformed according to a set of certain guidelines in order to qualify for funding through the Massachusetts Community Development Finance Corporation, a State agency, and financing through the Section 502 Program of the Small Business Administration of the Federal government. Both agencies require that the membership in the corporation be open to residents who live or do business in the area served by the CDC. Also, in the case of the SBA Program, the corporation must have a minimum of 25 stockholders or members.

For purposes of forming a community development corporation, the following requirements have been stipulated by the

Massachusetts Community Development Finance Corporation and would be sufficient also to meet the requirements of the Small Business Administration.

1. It is required that the CDC be formed as a public purpose not for profit corporation organized under Massachusetts General Laws Chapter 180.

2. That it is organized to operate within a specific geographic area coincident with existing political boundaries.

3. That membership in the corporation be open to all residents of the area who are 18 years or older.

4. That at least a majority of its board of directors shall be elected by the full membership with each member having an equal vote.

5. That the by-laws of the community development corporation shall provide that any of the directors be either appointees of elected State or local government officials or appointees of other non-profit organizations having as a purpose the promotion of development in the designated geographic area.

6. That the elections shall be held annually for at least one-third of the members of the board of directors so that each elected director shall serve for a term of at least three years.

7. That the designated geographic area shall be consistent with some existing or combination of existing political districts provided that the aggregate population of such geographic area shall not exceed 115,000 people based on the most recent appropriate census.

It would be our recommendation that upon implementation of the revitalization plan, the community development corporation be formed as a first step. Legal counsel should be retained by the RACD Executive Committee in order to form this new corporation. It also would be our recommendation that the members of the corporation be stockholders and that sale of shares of stock be made to all members at a cost of say \$1.00 to \$5.00 per share. This would provide the initial funding necessary to hire a full-time director.

It is believed that the CDC would be the appropriate vehicle for bringing about revitalization of Roslindale Square. It is also the vehicle which would bring about community involvement and enable direct citizen participation in the planning and implementation of the revitalization program.

Eminent Domain

In the event that it becomes impossible to assemble the recommended development sites privately either directly by a developer or by the community development corporation, it might be possible to use the city's powers of eminent domain in order to bring about successful execution of the revitalization plan. There are two ways in which the power of eminent domain could be used in this regard.

1. 121A Corporation - The community development corporation could form a Massachusetts General Laws Chapter 121A corporation. Under this framework, the city is able to acquire property on behalf of the corporation if the city approved the development plan and it was determined that it would be in the public's best

interest. In this case, the corporation would file an application with the Boston Redevelopment Authority requesting that the city acquire certain property by eminent domain and convey that property to the corporation. If this were done, the corporation would be responsible for all legal and settlement costs including future court awards if the takings were contested.

Reportedly, the city has rarely used eminent domain powers under Chapter 121A and was then used only as a bargaining position in order to acquire the property privately. It was used once to actually take property and this action resulted in several law suits both against the city and the 121A corporation.

2. Chapter 79 and 121B - Under these two Massachusetts Statutes, the city is able to acquire private property if it was determined that it would be for public benefit and/or if the property were part of an approved urban renewal plan. It is possible to have the revitalization plan for Roslindale Square or a portion of it filed as a formal urban renewal plan. This would involve public hearings, determination of blight, City Council approval, and the State Department of Community Affairs approval. If the plan was approved, it would open various sources of revenue including State aid. The community development corporation could also agree to fund a portion of the program.

It would be our recommendation that upon initial implementation of the revitalization plan that a determination be made with the city as to what involvement the city would be willing to make with regard to eminent domain. This would be most

important in deciding how the revitalization plan would be best implemented.

B. Public Relations and Publicity

A very important part of the revitalization program is community involvement and support. In order to achieve this, a concerted effort must be made to inform the residents of the changes which are taking place and creating a more positive image of the square. Two groups would be primarily responsible for publicity; the Board of Trade and the Community Development Corporation. The following paragraphs outline the types of things each group could do to produce community involvement and support.

Board of Trade

1. A joint newspaper and local radio advertising program should be established where all merchants would join together as a cooperative shopping district for advertising purposes which would be in competition with other shopping centers. This cooperative unit could sponsor Roslindale Square days and other joint promotions to foster the idea that Roslindale Square is a "shopping center."

2. Early in the revitalization program the Board of Trade could sponsor a clean-up/fix-up campaign. The Boy Scouts, Girl Scouts, and other local civic organizations could be involved in this program on a continual basis.

3. The Board of Trade, acting as a "shopping center manager," could encourage all shopkeepers to clean their sidewalks and gutters daily and to shovel the walks in the winter. It could also hire a contractor in the winter to remove the snowpiles

which the city does not remove. The merchants, acting as a group, should make it obvious that Roslindale Square is a pleasant place to shop and that they want to serve the area residents.

Community Development Corporation

1. Once formed, the CDC should hold periodic meetings of stockholders.
2. They should publish progress reports in newspapers at least monthly.
3. Upon new store openings or when stores which have recently been rehabilitated re-open, publicized special grand openings should be held.
4. Press coverage, including newspaper and TV, should be obtained for any ground-breaking ceremonies. Perhaps this could be coordinated with the Mayor's Office and/or other city departments.
5. A permanent display should be set up showing large scale drawings depicting the proposed changes.

V. IMPLEMENTATION PLAN

In order to maintain the momentum of the work that has been accomplished to date, the consultant felt it was appropriate to provide some advice as to the way the approved physical revitalization Site Plan could be accomplished and the Merchandising, Financial, and Administrative Plans could be implemented. Therefore, this final section of our report provides some thoughts as to how to go about putting the total proposed community plan into action.

The concluding paragraphs of this working paper are by no means all inclusive as to total implementation guidelines but are intended to assist the city and the Roslindale Association for Community Development in their efforts to develop a Phase III work program that is acceptable to them. It also constitutes the contractor's proposal as to how to implement the recommendations contained in the preceding report sections.

The key factor in implementing the revitalization plan is community involvement and commitment. As described in the Administrative Plan, the vehicle which would be most effective in bringing together community interest and providing the needed organizational framework is the establishment of a community development corporation. This should be the first goal toward implementation.

Reportedly, the Roslindale Association for Community Development (RACD) could be used as a basis for forming the community development corporation. Legal counsel should be retained by the RACD Executive Committee to form the new corporation.

Once done, a press announcement should be made and a drive for sale of shares of stock to the residents of Roslindale and the business community should be initiated.

The next step would be the hiring of a full-time director and needed clerical personnel. Funding for this could be provided by the capital raised through the sale of stock or funding could be sought from the public sector. For instance, an application could be made to the city for use of community development funds for this purpose. The responsibilities of the Executive Director of the community development corporation would be to inform and involve the local community and stockholders of the corporation, seek funding for both public and private improvements, seek developers for the redevelopment parcels and encourage local businesspersons to rehabilitate their stores as well as work closely with the Mayor's Office of Community Development, Neighborhood Business Program staff, the Boston Redevelopment Authority, the Little City Hall and other city agencies.

While the CDC is being formed and put into operation which might take six to nine months, there are a number of things which should be done by the existing RACD Committee and private consultants retained for initial implementation. Funding for this initial implementation program in the amount of \$22,000 has already been set aside by the city. We would recommend that the following items be accomplished during the initial implementation.

1. A real estate consultant should be retained on an hourly or per diem basis to provide consultation and/or other services

which would be needed. The type of services which could be provided by the consultant are as follows.

- a. The consultant should begin to seek developer interest in the Corinth and Washington Streets development site and to work with the developer in acquiring this parcel. While Ryan, Elliott and Company, Inc. has already undertaken this step with one developer, this particular developer may be unable or unwilling because of the finances involved to assemble the needed site. If this happens, other potential developers should be contacted. If it is proven that the site cannot be acquired privately for its fair market value, the Community Development Corporation should then seek to acquire the property through its powers of eminent domain which would be available under a Massachusetts General Laws Chapter 121A corporation umbrella.
- b. The consultant should also contact the owners of the property which would be part of the Corinth Street parking lot to review what arrangements could be made to lease or acquire their property to be used as part of the proposed expanded parking area. Details should be worked out as to whether the city would own and operate the lot or whether this would be handled by the Board of Trade or the Community Development Corporation.
- c. The consultant could also be asked to coordinate the storefront improvement program between the city, the local merchants and area banks, Small Business

Administration, and the Community Development Corporation. An initial presentation of the program should be made to each merchant and commitments should be obtained.

d. Coordination should be made with the Board of Trade in establishing a sign policy and a sign review committee should be set up.

e. During the transition period from planning to implementation, the consultant could serve as the coordinator and be available to provide advice to the city and RACD so that the revitalization momentum is maintained and the development corporation becomes a reality and begins the revitalization of Roslindale Square.

2. A land planning-engineering firm should be retained on a per project basis to design the pedestrian mall which would pass through the block connecting Corinth and South Streets and provide a detailed cost estimate. Other projects for which planning and engineering input would be needed would be the design work for the Corinth Street sidewalk widening program, the expansion of Irving Adams Park and the design work for the expanded parking lot which would be located behind Corinth Street between Cohasset and Birch Streets. Also, the timing and funding of these public improvements should be coordinated with the city.

3. After the community development corporation has been set up and a full-time director has been employed, outside consultants could be retained on a need basis as the implementation of the revitalization program progresses.

ADDENDUM

Scope of Services

ARTICLE I: SCOPE OF SERVICES

For the Period of Performance set forth in Article II of this contract, the CONTRACTOR shall, in a proper and satisfactory manner as determined by the CITY, provide professional consultant services for the CITY'S so-called "Roslindale Square Revitalization Program" (hereinafter referred to as the "Program"). Such consultant services shall consist of the following:

PHASE I: ANALYSIS

In this phase, the CONTRACTOR shall analyze and evaluate the opportunities that are available for bringing about a revitalization of Roslindale Square (hereinafter referred to as the "Project Area"). Pursuant to satisfactory performance of this phase, the CONTRACTOR shall consult with, as necessary, the Boston Redevelopment Authority (BRA) to obtain from the BRA certain data requirements and to enlist the assistance of the BRA in performing certain activities essential to this phase.

The CONTRACTOR shall perform the following SCOPE OF SERVICES:

1. The CONTRACTOR shall conduct a walking tour of the Project Area along with representatives of the Roslindale Association for Community Development (RACD), the Mayor's Office of Community Development (MOCD), the BRA, the Office of Program Development (OPD), and the Roslindale Little City Hall.
2. The CONTRACTOR shall, after completion of the walking tour, conduct a "round table discussion" which shall attempt to identify the problems of the Project Area and the alternative hypotheses for their solution.

3. The CONTRACTOR shall obtain from the BRA, current population data and existing population projection data, for analysis and evaluation in order to determine probable impact on the level of retail activity in the Project Area.

4. The CONTRACTOR shall obtain from the BRA, data regarding the income characteristics of the Roslindale population, for analysis to determine the expected level of retail consumption.

5. The CONTRACTOR shall gather and analyze additional information on consumer expenditures, to include percent of income spent by households on food, clothing, furniture, appliances, personal supplies and services, etc.

6. The CONTRACTOR shall obtain from the BRA, a map of competitive retail areas, noting store type and square footage for analysis of: (a) merchandising techniques, b) assessing and tax collection procedures, c) insurance availability, d) shopping amenities provided, e) and transportation access. Moreover, the CONTRACTOR shall conduct a field price and merchandising comparison between sample competitive areas and the Project Area.

7. The CONTRACTOR shall make a detailed examination of the retail activity in the Project Area, (ie. building conditions, mercantile mix, assessing and tax collection procedures, sales volume, vacancy/turnover rates, and pedestrian shopper amenities). The CONTRACTOR shall obtain from the BRA data which details the dimensions and floor space of and photographs of the buildings in the Project Area, and a summary of existing land uses by building and by floor.

8. The CONTRACTOR shall examine and analyze the non-retail activity existing in the Project Area by type and function as it relates to the needs of the Roslindale Community and the overall retail activity of the Project Area.

9. The CONTRACTOR shall conduct in-home interviews with shoppers to determine customer profiles and characteristics, and the perceived strengths and weaknesses of the Project Area shopping districts. The CONTRACTOR shall enlist the assistance of the BRA to perform on-street interviews. The CONTRACTOR shall provide the necessary interview forms.

10. The CONTRACTOR shall determine the primary and secondary trade areas of the Project Area and describe the overall activity and function of the Project Area.

11. The CONTRACTOR shall estimate the sales potential for any future retail activity and list the general types of stores that could find location in Roslindale Square financially attractive.

12. The CONTRACTOR shall determine the probable scale and time schedule of transit and roadway improvements in the Project Area. The CONTRACTOR shall obtain from the BRA, traffic and circulation data, for analysis and evaluation.

13. The CONTRACTOR shall conduct three (3) meetings during this phase with CITY and RACD representatives.

At the conclusion of Phase I the CONTRACTOR shall make a formal presentation of preliminary findings, which outlines alternative hypotheses, with respect to land use, existing building conditions, traffic circulation, parking, open space, redevelopment requirements, funding sources and results of market analysis. The CONTRACTOR shall discuss the overall function and future viability of the Project Area. The CONTRACTOR shall conduct this presentation orally while supplying written outlines in memorandum form for the purpose of following the discussion. The CONTRACTOR shall provide maps as necessary.

PHASE II - PLAN PREPARATION

In this phase the CONTRACTOR shall develop an overall program to revitalize the Project Area and to prepare the necessary elements for implementation of such a program. These elements shall include site, merchandising, financial, and administrative plans.

1. The CONTRACTOR shall determine the functional capacity of the Project Area to meet retail and service related needs of the community. The CONTRACTOR shall then develop a program based on a projected physical, social, and economic assessment of the Project Area.
2. The CONTRACTOR shall develop a merchandising plan; i.e., the CONTRACTOR shall project the number and types of stores and facilities needed to service the projected demand indicating:
 - a) needed sales square footage, b) needed parking square footage,
 - c) needed personnel employment, and d) other needed amenities.
3. The CONTRACTOR shall develop a site plan identifying the physical improvements proposed for the Project Area. The site plan will be developed in the form of a map and model emphasizing the following: future land use, potential redevelopment parcels, retail store locations, possible rehabilitation areas, traffic circulation and parking plans, and public improvements. The CONTRACTOR shall include a time schedule describing the phasing of both public and private improvements in the short-term (1-3 years) and long-term (5-10 years).
4. The CONTRACTOR shall prepare a financial plan that indicates the amount, type, and sources of funds required to implement the Program. The following sources will be described: government (federal, state, and local) and private (institutional, developer, local business, etc.) The CONTRACTOR shall obtain information

from the BRA regarding the government sources and shall identify the sources in the private sector. In addition the CONTRACTOR shall describe the timing and magnitude of the required resources, including financial incentives that may be available from the CITY such as tax abatements, etc.

5. The CONTRACTOR shall prepare an administrative plan illustrating the types of organizational arrangements necessary to assemble the financial resources and put them to use. Specific implementation mechanisms, such as 121A development corporations, community development corporations, planned development areas, eminent domain proceedings, among others will be described. Also an organizational arrangement for the continued participation of local businessmen and citizens will be included.

6. The CONTRACTOR shall prepare a plan identifying effective methods in which the story of Roslindale Square Revitalization can be publicized throughout the community in order to create a more positive image in the minds of the residents regarding the advantages of shopping in the Project Area and utilizing the services it provides.

At the end of this phase, the CONTRACTOR shall prepare a written summary which highlights the important results of Phase II, including a summary of the merchandise, financial, and administrative plans.

The CONTRACTOR shall prepare and submit a formal Phase III Work Program which shall present the CONTRACTOR'S proposal to develop methods to implement the recommendations developed through Phase II.



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